

PEOPLE ARE OUR GREATEST ASSET

A WHITE PAPER FOR JACOBS PEOPLE

Introduction

The core value of *People are our Greatest Asset* recognizes the essential importance of people to the success of our business. Here, at Jacobs, the relationship between people and leaders is based upon mutual benefit. It is not paternalistic, but instead is based on individual engagement and contribution. We emphasize the importance of engaged leaders, teams, and individuals in achieving excellent performance. We focus on clear expectations of our people and their leaders, and align these expectations with value contribution to the company.

The following offers an explanation of this core value that supports our business model and aligns with our culture. It provides a vision of how we must perform to be the best for our stakeholders: our clients, our people, and our investors.

Integrating Our Values

Our core values reflect basic beliefs we must embrace to continue our success. Our three core values are linked: people deliver value to customers, customers bring growth to the business, and growth offers opportunities to our people. It is the responsibility of our leaders to find the *right* balance between the three values. Properly balanced and reinforced, our core values make Jacobs a great company for its stakeholders. Achieving this balance requires a shared understanding of our three core values.

Our Greatest Asset

Our goal is to establish an inclusive workplace that energizes the people who fuel our company's growth. At Jacobs we must have engaged, committed and productive people who add value to our projects and teams. We focus on hiring the best, keeping the best, and continually improving the skills and capabilities of individuals and teams.

Engaged people drive customer loyalty and are at the heart of the relationship model. We measure our success by the extent to which we engage every person such that every role is performed with excellence. We believe that we must have the right people (those with the right talents, skills, and knowledge) in the right roles (those required to meet our clients' needs) with the right leaders (those who model leadership behaviors and who recognize, support, and challenge their people).

It is tempting to link our *People are our Greatest Asset* core value to job stability. The reality is that the demands of our clients and the cyclical nature of the business create constant shifts, making guaranteed job stability impossible. While we do our best to create as much job stability as we can, what we offer is a relationship based on mutual benefit. We strive to engage people to earn their loyalty and trust. We want to be the company of choice.

One of the reasons for our success with our relationship-based model is that both parties clearly benefit. We have a similar concept for our people — a mutually beneficial business relationship with clear expectations for both parties.

Working Together as Partners

A mutually beneficial relationship requires a business partnership with our people. From our company it requires engaging our people, broadly and openly sharing information, and a relentless commitment to our values and expectations. From our people it requires uniting within our company and driving it to succeed while simultaneously taking responsibility for identifying and fulfilling their career needs. This relationship has to be based upon fulfilling our key expectations of our people and our leaders.

Our people fulfill our *People are our Greatest Asset* core value by continually enhancing their value to the company through disciplined performance and behavior. We depend on their ability to work successfully within our culture, to delight clients, to improve our knowledge and practices, and to deliver profitable growth.

What do we expect from our people?

- *Strengthen client relationships*
Delight clients and exceed their expectations through high-quality and innovative solutions.
- *Enhance our safety culture*
Work safely and keep others safe.
- *Demonstrate a sense of urgency*
Enhance results using imagination, speed, and agility.
- *Contribute to our profitability*
Complete assigned work within budget, on schedule, safely, and with high quality standards. Perform at your very best and demand the best from others.
- *Teamwork*
Be a team player. Share ideas. Give, and get, help whenever needed.
- *Share Company Values*
Embrace our Company values, behave professionally and ethically, and treat others with respect. Be boundaryless.
- *Improve continuously*
Continually improve. Develop and enhance your skills and share your knowledge and skills with others.

What about our leadership? By leadership we mean our leaders at any level: team, department, office, or company leaders. We expect more from our leaders. Our leaders are responsible for managing this relationship and delivering on what our company owes our people. Leaders act on behalf of the company and portray the company's culture and values through their daily behaviors.

What more do we expect from our leadership?

- *Fundamental leadership*
Share our company values and serve as role models for the behaviors we value.
- *A safe work environment*
Promote practices and behaviors that provide physical and emotional safety in the workplace.
- *An inclusive environment*
Create an inclusive environment that treats everyone with respect and provides opportunity for everyone to be their best.
- *Expectations and feedback*
Set and communicate clear expectations. Regularly evaluate performance and provide clear feedback. Correct or eliminate substandard performance.
- *Challenging work assignments*
Assign work that effectively uses an individual's talents. Encourage people to take challenging assignments that provide technical and professional development.
- *Talent management*
Attract, hire, and retain the best talent.
- *Open communication*
Listen actively. Seek diverse views while managing conflict. Share information with our people openly and constantly.
- *Training and development*
Provide the tools, training, and mentoring necessary for our collective success.
- *A great place to work*
Reward good performance. Recognize and celebrate success. Make work fun.

Conclusion

The relationship of mutual contribution and partnership is what we mean by *People are our Greatest Asset*. It is neither paternalistic nor sheltering in nature. Instead, we build it on a foundation of mutual trust, personal contribution, and high quality leadership. It is an environment where people can become great and where great leadership makes great people want to be part of our team.